



Doomadgee Aboriginal Shire Council Corporate Plan 2014-2019

Our Plan, Our Community, Our Future

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Message from the Mayor

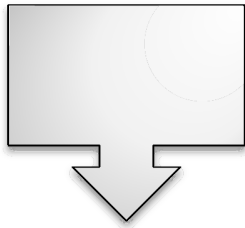
One of the important roles for any Council is to provide leadership to its community. There is no greater role in leadership than providing a vision for the future. What do we want for our community in the future? What do we hope to achieve in the future? How can we make any future better than the present? What are the important priorities for our community?

The key message in this Corporate Plan is that it is *Our Plan* for *Our Community* and *Our Future*.

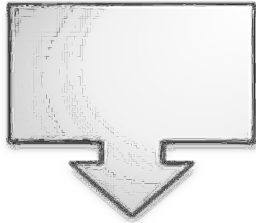
The Corporate Plan outlines what we believe is important for the future of our community. It is the Council's shared vision for our Shire and Community. It provides a clear direction for Doomadgee. We believe that we have now planted the seed for our future. Our expectation is that any agencies and organisations that interact with our community will conform to the Corporate Plan and in doing so will abide by the Council and community's shared vision for Doomadgee and undertake consistent programs that give effect to that vision.



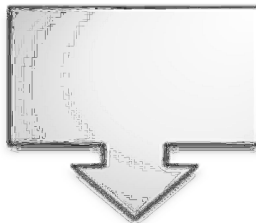
The planning framework for the Doomadgee Community and its Council



Corporate Plan - What council aims to achieve for its community



Operational Plan - Specific projects to achieve long term goals



Budget - What resources are to be applied



Community Values

We have a number of values which are important to our community. They define and guide our community. They need to be upheld in all Council decisions on behalf of the community.

Respect underpins our society. Respect for ourselves, our families, others and our country. Respect is critical to our communities at so many levels. It is about what we say and how we behave. It is important for our leaders to lead by example when it comes to respect. We must respect each other in our culture, achievements and successes.

Leadership takes our community forward. Our community needs good leadership. An important role of leaders is to nurture the next generation of leaders in our community. Without leadership, our future will not be as positive.

Empowerment of individuals to make choices and to transform those choices into positive actions and outcomes will benefit the entire community of Doomadgee.

Family is crucial to the future of our community and to maintaining our community values



Community Vision and Council Mission

Our vision for our community is based on our core values. Our vision focuses on our community and the empowerment of our people, development of our future leaders, and the importance of respect in our community.

Our Vision:

Doomadgee Aboriginal Shire Council aims to deliver a high level of sustainable future growth to the Community through strong leadership and respect for all community members, we see a future where indigenous culture and heritage is nurtured in a safe cohesive community.

Our Mission: We exist to lead and serve our community in an efficient and effective manner, ensuring all the community has appropriate amenities and the best possible quality of life.

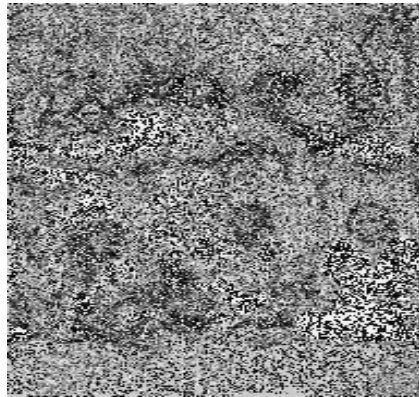
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The Corporate Plan Context

In order to plan for the future, we need to understand where we have come from. Our past history and our current environment set the context for our future. This section of our Corporate Plan puts our future into context.

Our History
• Where we have come from



Our Present
• Where we are today

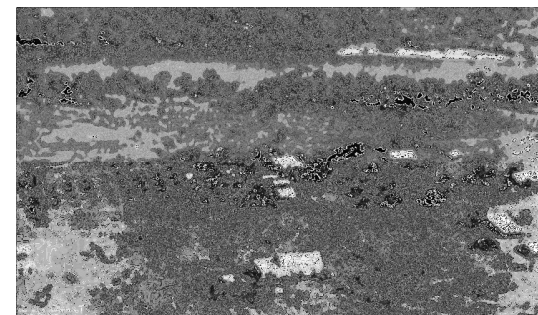


Our Future
• Where do we want to be in 5 years



Where Doomadgee has come from

Our people have inhabited these lands for thousands of years. Many of our residents are Traditional Owners of the lands in this region. The traditional homelands of The Gangalidda and the Waanyi people lie in and around the Doomadgee Shire. There are also Garrawa and Yunjulla people and a range of people from Indigenous nations across Australia have made Doomadgee their home.



Doomadgee Mission, 1950

The original Mission, known as '*Old Doomadgee*' was established in 1931 close to the coast of the Gulf of Carpentaria. Following a cyclone the mission was moved to its current site on the Nicholson River in 1936.

In 1983 the Queensland Government assumed responsibility for the administration and management of the then Doomadgee Mission. In 1984 the Community Services (Aborigines) Act 1984 was enacted which established the Doomadgee Aboriginal Community Council which operated for 26 years.

In July 2010 under the Local Government Act 2009 the Doomadgee Aboriginal Shire Council was established. The Council is represented by a Mayor and 4 Councillors who are elected every 4 years.



Doomadgee Today

Covering an area of 186,300 hectares Doomadgee is a Deed of Grant in Trust (DOGIT) Community. It is actually situated within the Burke Shire but is governed by the Doomadgee Aboriginal Shire Council. Doomadgee is approximately 100kms North West of Burketown and 130kms East of the Northern Territory Border. It is 630kms by road to Mt Isa and 1035 kms west of Cairns.

Our Population is 1289 (667 Males 51.7%, 622 Females 48.3%) based on the 2011 Census. Aboriginal and Torres Strait Islander people make up 91.9% of the population. Some key statistical indicators of our community are:

- The median weekly personal income for people aged 15 years and older in Doomadgee is \$280 compared with the State which is \$587
- Our unemployment rate is usually more than 10% above the State average and is currently above 19%
- The average number of residents living in each of our houses is 5. The State average of number of people per house is 2.6
- We have a very young community. The median age in Doomadgee is 22 years and Children aged between 0-14 made up 38.1% of the population and people aged 65 and older made up only 2.9% of the population.
- 29.4% of people were attending an education institution. Of these 64.8% were in Primary School and 8.0% in secondary school and 2.7% in a tertiary or technical education



Doomadgee - Future Challenges and Regional Issues

Our research indicated a number of key challenges and regional issues facing Doomadgee. Those challenges are:-

- Reinforcing Respect within the Community
- Restoring a sense of pride within our community
- Rebuilding a strong work ethic
- Having the resources to achieve our goals
- Building a safe cohesive community

A range of factors including isolation, a small population base and a shortage of core skills within the general community has meant that a great many issues affecting DASC are unable to be addressed at a local level either partially or wholly. By necessity they require attention across Shire boundaries to adequately address community needs. DASC considers that the following aspects of the operation have some regional implications:

- Disaster Management
- Economic Development
- Environmental Development
- Provision, maintenance, restoration and replacement of Infrastructure
- Community Development
- Housing

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Key Priorities

There are many important goals in this Corporate Plan however, we realise that it is important to look to the future with open eyes. As such we are realistic and realise that it will take a lot of years to achieve all of our goals and not all will be achieved immediately. However there are some priorities that stand out from others and these will be our main focus over this five year period. Our top priorities in this Corporate Plan are: -

- ❖ **Rebuilding Respect in our Community** - We need to refocus on growing respect in our community. This is more than just about respect for law and order. It is about restoring pride within our community and respect for each other and how we look after ourselves. If we achieve this as a community, we will have a much better future.
- ❖ **Leadership** - Our community needs strong leadership. Without good leadership, we will not achieve our vision for our future. However an important part of leadership is to nurture our future leaders. We need to prepare the next generation so that they can lead our community into the future.
- ❖ **Diversifying Councils Revenue Stream** - In order to be able to achieve the Corporate Plan goals, we need resources. The Council needs to find extra revenue in order to apply resources to this plan. The Council will continue to look at business and other opportunities to gain revenue that can be applied to the community.
- ❖ **Developing Local Employment** - Develop more opportunities for local staff to gain employment within the Community. We need to ensure in the future that there are more opportunities for employment for local people.



Governance

Goal 1: Key Governance – Financial Management

Outcome: To achieve maximum community benefit from available financial resources

Strategies

- Effective and efficient management of all financial matters
- Effective grants management
- Accurate and timely financial reporting
- Maximise revenues in accordance with Council's Revenue Policy
- Effective management of the replacement and expansion of Council service
- Effective and appropriate Council enterprises



Goal 2: Key Governance Goal – Administration and Corporate Services

Outcome: To provide timely, quality services to customers through effective and efficient administration of Council affairs

Strategies

- Review Council's Policies and Procedures and ensure they meet community expectations and legislative requirements
- Effective policy implementation
- Decisive Councillor Leadership
- Effective legislative requirements
- Enhance Council's communication and decision making through appropriate public relations and community consultation process
- Review and enforce Local Laws and Regulations to address local issues



Goal 3: Key Governance – Human Resources

Outcome: To maximise Council's human resource potential

Strategies

- Ensure workforce make-up best fits Council's priorities, workloads and budget
- Endorse and foster cross skilling in order to minimise need for specialists and to ensure full utilisation of staff
- Access to an effective Councillor training program at the beginning of a new term
- Maintain accurate and confidential staff records
- Ensure all staff have access to appropriate training
- Maintain a safe and healthy workplace for all employees and other persons affected by Council operations



Community

Goal 4: Community – Arts and Culture

Outcome: To create opportunities through Arts and Culture to enhance individuals skills, bolster community pride and quality of life

Strategies:

- Develop an Arts and Cultural Policy
- Facilitate the establishment and maintenance of an appropriate library service
- Support artistic and community involvement in the arts
- Effective administration of the Regional Arts Development Fund (RADF)
- Facilitate, in partnership with the community and key stakeholders, the preservation of the history of the Shire
- Provide space, time and resources for the purpose of exhibition/sale of local art
- Support and promote appropriate events and festivals within the Shire
- Encourage and support the development of programs for traditional language teaching and use
- Facilitate programs/projects for recording of local languages and personal stories
- Facilitate the development of support programs/projects for preservation of traditional culture.



Disaster Management

Goal 5: Disaster Management

Outcome: To limit the impact of natural and man- made disasters

Strategies:

- Ensure that there is sufficient funding for emergency services
- Facilitate effective counter disaster planning in conjunction with the community, emergency service organisations and other stakeholders
- Counter disaster and other emergency contingency plans promoted to the community and visitors to the Shire
- Ensure airport security in compliance with Aviation Transport requirements
- Ensure the safety of the airport and its operations



Economic Development

Goal 6: Economic Development

Outcome: To increase the overall strength and diversity of the Shire's economic base, create jobs and actively promote the Shire's tourism potential

Strategies:

- Encourage private enterprise development to maximise employment opportunities and development in the Shire
- Facilitate the development of a Council website
- Facilitate the preparation of a scoping study for a Shire Tourism Development and Promotion Plan
- Facilitate liaison/consultation with educational institutions and other stakeholders to support initiatives that will enhance the employability of local people, including the provision of appropriate training, education and employment networking initiatives that support existing and future industries
- Examine new opportunities for community business



Environment



Goal 7: Environmental Protection

Outcome: To conserve and the natural and built environments to achieve ecologically sustainable development

Strategies:

- Facilitate the development of a Shire Environmental Development Plan
- Facilitate the formation of an Environmental Action Group
- Develop and promote policies to preserve and promote the natural environment while increasing local community involvement in its management
- Continually update, with partners, a Pest Identification and Management Plan, and action recommendations of that plan
- Facilitate the introduction of “Ranger” services
- Develop policies to ensure the integrity of the Nicholson River and other waterways



- Develop policies to ensure the coverage of noxious and environmental weeds is contained and diminished within the Shire
- Develop policy to ensure that development is designed to meet user needs and cause minimal impact upon others and the environment
- Facilitate the exploration of possible energy alternatives



Goal 8: Waste Management

Outcome: To prove and sustain an effective and disposal service

Strategies:

- Maintain high standards to ensure public facilities, houses and streets are clean and healthy
- Ensure waste is disposed of in approved dump
- Ensure the Shire dump complies with regulatory standards
- Initiate a recycling regime



Infrastructure

Goal 9: Infrastructure – Development, Maintenance and Replacement

Outcome: To Maintain and upgrade essential infrastructure to maximise the utility of existing assets and provide for their long term improvement and / or replacement

Strategies:

- Develop and implement programs for the design, construction and maintenance of roads, streets, footpaths, Council buildings, public conveniences, bridges and related drainage systems
- Maintain clean, safe, secure and adequate water supply ensuring that all legislative requirements are met
- Facilitate introduction of a Home Development Policy and a policy relating to housing repairs and refurbishment
- Manage the operation of associated activities such as work depots, workshops and plant fleets to facilitate efficient and effective provision and maintenance of Shire infrastructure
- Facilitate the development of flood mitigation plans and the provision and maintenance of necessary flood mitigation works
- Maintain the airport and authorised aircraft landing areas to required statutory standards
- Facilitate the development and maintenance of sport and recreational facilities
- Ensure workplace health and safety obligations are monitored and met
- Investigate and assess water conservation and recycling options

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Community and Human Services

Goal 10: Community and Human Services

Outcome: To encourage and participate in the continuing development of community to service and foster a safe, harmonious community with a strong community spirit

Strategies:

- Ensure Council is always an effective advocate for the community
- Facilitate public access to a swimming pool
- Facilitate the provision of television, telephone and radio communication services in response to community needs
- Facilitate and support crime prevention strategies
- Develop, in conjunction with partners, an Education Betterment Policy
- Facilitate and support services for victims of family violence
- Facilitate the provision of appropriate child care facilities and services



- Facilitate the development of appropriate Sports and Recreation Plans in partnership with the PCYC and Doomadgee School
- Establish, implement and monitor an Alcohol Management Plan
- Facilitate and work with partner agencies re control measures for other substance abuse
- Facilitate and support persons with gambling addictions
- Review local laws regarding alcohol and substance abuse to ensure compliance with State legislation



Public Health

Goal 10: Public Health

Outcome: To create and foster a dynamic ongoing relationship with all relevant health policy departments and health service providers to ensure that operational programs are coordinated, focused and effective, in contributing to and enhancing, the health and well being of the whole community

Strategies:

- Develop a Health Portfolio link with Qld Health CEO
- Work with partners to ensure that adequate health programs, inspections and education are focused on lifting overall community health standards
- Facilitate the development of a Disabilities Action Plan
- Facilitate, support and assist to maintain a full range of appropriate care facilities and services for the aged



Planning and Development

Goal 11: Planning and Development

Outcome: To develop and implement planning controls that ensure and encourage balanced and sustainable development and to promote the Shire as a desirable place to live, work, invest and visit

Strategies:

- Facilitate, in conjunction with partners, the continued development of the Doomadgee Town Plan
- Facilitate, in conjunction with partners, the development of a ‘Doomadgee Preferred Town Use Plan’
- Promote orderly development of the Shire to support employment and economic prosperity in keeping with infrastructure capacity and environmental considerations
- Implement, through the Shire Planning Schemes, appropriate controls over development to foster land uses and attitudes that enhance the quality of the natural and built environment



Implementation of the Corporate Plan -

Successful implementation of our Corporate Plan will depend it being recognised and supported by government agencies, community organisations as well as our own Council and community, as a framework for the future of our town.

Our Council has a special role in ensuring that it advocates on behalf of our community to ensure that the various community stakeholders align their services and focus to achieve goals set out in this plan. The council will take a strong leadership role on behalf of the community.

When preparing the annual Operational Plan and the annual Budget Council will focus to ensure that there is:-

- ✓ Identification of the resources necessary to bring this plan to fruition
- ✓ Prioritisation of the various goals and strategies
- ✓ Identification of performance measures to monitor progress



- ✓ A requirement for Council to report to The Doomadgee community on progress in implementing this plan

Acknowledgement and Dedication

Dedication

*This Corporate Plan is dedicated to the children of Doomadgee - our future leaders.
Our Plan, Our Community, Our Future*

Acknowledgement



Council would like to acknowledge Phil Newton (Doomadgee Police) for providing photographs of the Doomadgee community and surrounds and also to the community members who kindly allowed us to use their images in this publication.

